

<b>LAS VEGAS POLICE DEPARTMENT</b>	<b>PERSONNEL</b>
<b>SUBJECT:</b> <i>Performance Evaluations</i>	<b>NUMBER: PER.6</b>
<b>EFFECTIVE DATE:</b> <i>9 September 2010</i>	<b>REVIEW DATE:</b>
<b>AMENDS/SUPERSEDES:</b>	<b>APPROVED:</b> <i>Chief of Police Gary Gold</i>
<b>NMMLEPSC STANDARDS:</b> <i>PER.06.01- PER.06.04</i>	<b>NMSA:</b>

I. **PURPOSE:**

The purpose of this policy is to ensure the efficient and effective management of the Performance Evaluation function by providing administrative guidance that identifies the responsibilities and processes within the uniform and other organizational components of the department.

II. **POLICY:**

It is the policy of the Las Vegas Police Department to manage the Performance Evaluation function in an effective and efficient manner by coordinating the efforts of uniform and other organizational components as provided in this policy.

III. **APPLICABILITY:**

This policy applies to all commissioned and non-commissioned employees of the Las Vegas Police Department

IV. **REFERENCES:**

A. NMMLEPSC PER 06.01-04

B. Department Field Training Guide

V. **DEFINITIONS:**

None

VI. **PROCEDURE:**

- A. The department bears an obligation to the public and its own personnel to hire and maintain the best qualified police officers. To that end, the department regularly and formally evaluates the performance of officers and other employees. The evaluation system discussed herein serves both the interests of management and the department's employees. The purposes of the evaluation system are to (1) allow fair and impartial personnel decisions; (2) maintain and improve performance; (3) provide a basis and a medium for personnel counseling; (4) assist decisions about the tenure of probationary employees; and (5) identify training needs.
  1. All Police Officers shall be evaluated using the forms located in the appendix to this order.
  2. Evaluations for **ALL** employees will be conducted on an annual basis. Evaluations on the month of the officers hire date. The evaluations will be completed and submitted to the office of the Chief of Police by the 10<sup>th</sup> day of the previously mentioned month.
  3. Evaluations reflect observations and perceptions by rating personnel, and are, therefore, inherently subjective. Nevertheless, personnel shall be rated according to unacceptable, acceptable or superior behavior. Specific guidelines for rating behavior are found in the appendix to this order.
  4. To constitute a satisfactory score, an Officer must receive an overall 3.0 (or satisfactory). Officers who fail to receive an overall 3.0 shall be placed on probation for a period determined by the Chief of Police. Within the probation period, an officer shall receive remedial training in deficient areas, demonstrate proficiency (or satisfactory improvement) in deficient areas, the training and improved behavior documented on the evaluation form. During a probationary period for remedial training, an Officer shall receive evaluations weekly or bi-weekly, at the discretion of the Chief of Police.
  5. All evaluations shall be placed in employees' personnel files.
  6. All newly hired personnel officers in their probationary year shall receive evaluations at the 6<sup>th</sup> and the 11<sup>th</sup> month mark.
  7. Officers promoted or transferred to new assignments shall receive evaluations at the 6<sup>th</sup> and the 11<sup>th</sup> month mark.
  8. All personnel shall be evaluated formally by the next person in the in their chain of command.

9. An Officer who receives an unsatisfactory mark he or she perceives unjust may protest it to the Chief of Police and as per Union Contracts. The Officer concerned must rebut the comments or marks in writing, submitted through the Chain of Command to the Chief of Police. In any case, final appeal extends as per the City of Las Vegas's Employee Policy Manual in writing, through the Chief of Police.

**B. Scale Value Application:**

1. The most difficult task facing the rater is applying the numerical scale, which accompanies categories of behavior. Two raters might not apply the same numerical values to the person under evaluation. To reduce such differences, the appendix to this instruction clearly defines what constitutes unacceptable, acceptable, and superior behavior.
2. The philosophy of the evaluation form focuses on observations of demonstrated proficiency in behavior relevant to the job. Proficiency may be demonstrated in a variety of ways:
  - a. Performing the behavior in the field.
  - b. Performing the behavior in a practical exercise or simulation, accompanied by written or oral testing.
  - c. Written or oral testing (for subjects not amenable to field demonstration).
3. Any numerical rating below 3 must be documented. Deficiencies in behavior must receive precise documentation. For example, an officer might receive a "1" (unacceptable) under category six, officer safety. In the comments section, the rater would write, "Officer consistently presents his gun to traffic violators and approaches stopped vehicles with objects in both hands."
4. The categories of behavior represent key areas of police behavior. The categories are aligned in four subjects:
  - a. critical performance tasks
  - b. knowledge
  - c. attitude/relations
  - d. appearance

C. Evaluation of Investigators/Agents, Sergeants, Lieutenants, Captains and Civilian Employees:

1. Civilian employees shall be evaluated on forms used specifically for non-commissioned personnel.
2. Investigators/Agents shall be evaluated using the proper form for the position. Under "comments," the rater shall specifically refer to the accomplishments, training, and behavior as an Investigator.
3. The Sergeants, Lieutenants, and Captains shall be evaluated using the same form as that for Officers. Under "comments" the rater shall refer to an attached page containing, in a narrative, comments concerning the supervisory performance. The rater shall address, at a minimum, the following points:
  - a. Ability to instill in Officers a high regard and respect for the rule of law, civil rights, and concern for victims.
  - b. Ability to perceive performance weaknesses in his Officers, conduct remedial training, and document improved proficiency.
  - c. Command of patrol techniques, methods, and investigative procedures.
  - d. Ability to reprimand, counsel, praise, or otherwise discipline his Officers.
  - e. Ability to take responsibility for the performance of his Officers.

VII. ATTACHMENTS:

A. Performance Evaluation Form

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*[The performance evaluation program defined in this order derives from the Field Training Officer (FTO) model. The FTO evaluation system identifies key behaviors performed by Police Officers, defines the minimum acceptable performance in each, and expects Officers to demonstrate proficiency in all key behaviors.]*

## PERFORMANCE EVALUATION

**NAME:** \_\_\_\_\_

### **PERFORMANCE RATING INSTRUCTIONS:**

**RANK/ASSIGNMENT:** \_\_\_\_\_

The narrative portion of the evaluation follows the scale ratings. Refer to the rating guide for an explanation of the rated behaviors. Raters may comment on any observed behavior, but specific comments are required to justify Ratings of "1," "2," or "5."

**EVALUATION PERIOD:** \_\_\_\_\_

**DATE OF EVALUATION:**

Not Acceptable	Acceptable					Superior	Not Observed
	1	2	3	4	5		

### **CRIMINAL PERFORMANCE TASKS**

(1) Driving Skills (stress conditions)	1	2	3	4	5	N.O. _____
(2) Driving Skills (non-stress conditions)	1	2	3	4	5	N.O. _____
(3) Orientations Skills (stress conditions)	1	2	3	4	5	N.O. _____
(4) Field Performance (stress conditions)	1	2	3	4	5	N.O. _____
(5) Field Performance (non-stress cond.)	1	2	3	4	5	N.O. _____
(6) Officer Safety (general)	1	2	3	4	5	N.O. _____
(7) Officer safety (with suspicious persons and prisoners)	1	2	3	4	5	N.O. _____
(8) Control of conflict (voice command)	1	2	3	4	5	N.O. _____
(9) Control of conflict (physical skill)	1	2	3	4	5	N.O. _____
(10) Investigative Procedures	1	2	3	4	5	N.O. _____
(11) Report Writing (organization/details)	1	2	3	4	5	N.O. _____
(12) Proper form selection (accuracy and details)	1	2	3	4	5	N.O. _____
(13) Radio (listens and comprehends transmission)	1	2	3	4	5	N.O. _____
(14) Radio (articulation of transmission)	1	2	3	4	5	N.O. _____

Not Acceptable	Acceptable			Superior		Not Observed
	1	2	3	4	5	

#### CRIMINAL PERFORMANCE TASKS

(15) Orientation skill (non-stress cond.)	1	2	3	4	5	N.O._____
(16) Report writing (grammar/spelling/neatness)	1	2	3	4	5	N.O._____
(17) Report writing (appropriate time used)	1	2	3	4	5	N.O._____
(18) Self-initiated activity	1	2	3	4	5	N.O._____
(19) Problem-solved/decision-making	1	2	3	4	5	N.O._____

#### KNOWLEDGE

(20) Knowledge of department rules and orders	1	2	3	4	5	N.O._____
(21) Knowledge of criminal law	1	2	3	4	5	N.O._____
(22) Knowledge of traffic law	1	2	3	4	5	N.O._____

#### ATTITUDE/RELATIONS

(23) Acceptance of feedback	1	2	3	4	5	N.O._____
(24) Relationship with citizens	1	2	3	4	5	N.O._____
(25) Relationship with co-workers/super.	1	2	3	4	5	N.O._____
(26) General demeanor	1	2	3	4	5	N.O._____

#### APPEARANCE

(27) General appearance	1	2	3	4	5	N.O._____
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Overall Average Score \_\_\_\_\_

**PRINCIPAL STRENGTHS OBSERVED DURING THE EVALUATION PERIOD:**

**PRINCIPAL WEAKNESSES OBSERVED DURING THE EVALUATION PERIOD:**

**SUPERVISOR'S SUGGESTIONS FOR IMPROVEMENT:**

**EMPLOYEE'S REMARKS:**

**WHAT ACTIONS HAVE BEEN TAKEN SINCE THE LAST EVALUATION TO  
IMPROVE PERFORMANCE:**

**Rating Authority** \_\_\_\_\_ **Date** \_\_\_\_\_  
(Print name and sign)

**Employee's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Chief of Police's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

Form Rev. 08/10

## PERFORMANCE EVALUATION

NAME: \_\_\_\_\_ TITLE/ASSIGNMENT: \_\_\_\_\_

EVALUATION PERIOD: \_\_\_\_\_ DATE OF EVALUATION: \_\_\_\_\_

### **PERFORMANCE RATING INSTRUCTIONS:**

The narrative portion of the evaluation follows the scale ratings. Refer to the rating guide for an explanation of the rated behaviors. Raters may comment on any observed behavior, but specific comments are required to justify. Ratings range from 1 thru 5.

Not Acceptable	Acceptable	Superior			Not Observed
1	2	3	4	5	N/O

#### **ATTITUDE/RELATIONS**

(1)	Attendance and Dependability	1	2	3	4	5	N/O
(2)	Acceptance of Feedback	1	2	3	4	5	N/O
(3)	Attitude Towards Records Work	1	2	3	4	5	N/O
(4)	Attitude Towards Superiors/ Records Personnel	1	2	3	4	5	N/O
(5)	Attitude Towards Citizens	1	2	3	4	5	N/O

#### **KNOWLEDGE**

(6)	Knowledge of Polices, Procedures, and Guidelines	1	2	3	4	5	N/O
(7)	Knowledge of Geography and Resources	1	2	3	4	5	N/O
(8)	Knowledge of Equipment, Systems, Information Resources	1	2	3	4	5	N/O

#### **RECORDS PERFORMANCE TASKS**

(9)	Memory Retention and Ability to Correlate Information	1	2	3	4	5	N/O
(10)	Use of Good Judgement, Decision Making	1	2	3	4	5	N/O

	<b>Not Acceptable</b>	<b>Acceptable</b>		<b>Superior</b>			<b>Not Observed</b>	
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/O</b>	
(11)	<b>Ability to Multi-Task</b>			1	2	3	4	5
(12)	<b>Accuracy</b>			1	2	3	4	5
(13)	<b>Team Work</b>			1	2	3	4	5
(14)	<b>Initiative To Solve Problems</b>			1	2	3	4	5
(15)	<b>Customer/ Call-Taking Skills</b>			1	2	3	4	5
(16)	<b>Customer Control, Obtaining Pertinent Information.</b>			1	2	3	4	5
(17)	<b>Entry of Report Details, Proper Incident Type &amp; Identifiers</b>			1	2	3	4	5
(18)	<b>Communication/Customer Techniques.</b>			1	2	3	4	5
(19)	<b>Listening and Comprehension Skills</b>			1	2	3	4	5
(20)	<b>Concerns for Proper Release of Information</b>			1	2	3	4	5
								<b>N/O</b>

**Overall Average Score \_\_\_\_\_**

**PRINCIPAL STRENGTHS OBSERVED DURING THE EVALUATION:**

**PRINCIPAL WEAKNESSES OBSERVED DURING THE EVALUATION PERIOD:**

**SUPERVISOR'S SUGGESTIONS FOR IMPROVEMENT:**

**EMPLOYEE'S REMARKS:**

**WHAT ACTIONS HAVE BEEN TAKEN SINCE THE LAST EVALUATION TO IMPROVE PERFORMANCE:**

**Rating Authority** \_\_\_\_\_  
(Print name and sign)

**Date** \_\_\_\_\_

**Employee's Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Deputy Chief's Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Chief's Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

## **PERFORMANCE EVALUATION**

**NAME:** \_\_\_\_\_ **TITLE/ASSIGNMENT:** \_\_\_\_\_

**EVALUATION PERIOD:** \_\_\_\_\_ **DATE OF EVALUATION:** \_\_\_\_\_

### **PERFORMANCE RATING INSTRUCTIONS:**

The narrative portion of the evaluation follows the scale ratings. Refer to the rating guide for an explanation of the rated behaviors. Raters may comment on any observed behavior, but specific comments are required to justify. Ratings range from 1 thru 5.

	<b>Not Acceptable</b>	<b>Acceptable</b>	<b>Superior</b>			<b>Not Observed</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/O</b>

### **ATTITUDE/RELATIONS**

(1)	Attendance and Dependability	1	2	3	4	5	N/O
(2)	Acceptance of Feedback	1	2	3	4	5	N/O
(3)	Attitude Towards Communication Work	1	2	3	4	5	N/O
(4)	Attitude Towards Superiors/Communication Personnel	1	2	3	4	5	N/O
(5)	Attitude Towards Citizens	1	2	3	4	5	N/O

### **KNOWLEDGE**

(6)	Knowledge of Policies, Procedures, and Guidelines	1	2	3	4	5	N/O
(7)	Knowledge of Geography and Resources	1	2	3	4	5	N/O
(8)	Knowledge of Equipment, Systems, Information Resources	1	2	3	4	5	N/O

### **COMMUNICATION PERFORMANCE TASKS**

(9)	Memory Retention and Ability to Correlate Information	1	2	3	4	5	N/O
(10)	Use of Good Judgement, Decision Making	1	2	3	4	5	N/O

	Not Acceptable	Acceptable		Superior		Not Observed	
		1	2	3	4	5	N/O
<b><u>COMMUNICATION PERFORMANCE TASK</u></b>							
(11)	Ability to Multi-Task		1	2	3	4	5
(12)	Accuracy		1	2	3	4	5
(13)	Team Work		1	2	3	4	5
(14)	Initiative To Solve Problems		1	2	3	4	5
(15)	Dispatch/ Call-Taking Skills		1	2	3	4	5
(16)	Control Of Call, Obtaining Pertinent Information		1	2	3	4	5
(17)	Entry of Call Details, Proper Incident Type, Identifier		1	2	3	4	5
(18)	Police/ EMS/ Fire Radio Dispatch Techniques		1	2	3	4	5
(19)	Listening and Comprehension		1	2	3	4	5
(20)	Concerns for Officers/ EMS/ Firefighter Safety		1	2	3	4	5

**Overall Average Score                  %**

**PRINCIPAL STRENGTHS OBSERVED DURING THE EVALUATION:**

**PRINCIPAL WEAKNESSES OBSERVED DURING THE EVALUATION PERIOD:**

**SUPERVISOR'S SUGGESTIONS FOR IMPROVEMENT:**

**EMPLOYEE'S REMARKS:**

**WHAT ACTIONS HAVE BEEN TAKEN SINCE THE LAST EVALUATION TO IMPROVE PERFORMANCE:**

**Rating Authority** \_\_\_\_\_  
(Print name and sign)

**Date** \_\_\_\_\_

**Employee's Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Chief of Police's Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

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